

Diversity Strategy

Adopted by the Kiland Ltd (“KIL” or “the Company”) Board on 24 September 2013, updated and reviewed annually, last reviewed in September 2023.

The Company is committed to workplace diversity and is an equal opportunity employer which recognises the benefits arising from workplace diversity.

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

To the extent practicable, the Company, in its current phase of development, addresses the recommendations and guidance provided in the Australian Stock Exchange (ASX) Corporate Governance Council's *Corporate Governance Principles and Recommendations (ASX Principles)*.

The Company's Diversity Policy (which is contained in the Corporate Governance Statement) provides a framework for the Company to achieve:

- a diverse and skilled workforce;
- a workplace culture that recognises and respects the unique attributes of individuals in the workplace;
- improved employment and career development opportunities for women;
- recognition of an individual's domestic responsibilities or cultural/religious obligations;
- awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,

The Company's Diversity Policy does not impose on the Company, its Directors, officers, agents or employees any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal employment opportunity legislation or laws in Australia or of any foreign jurisdiction.

This Diversity Strategy lists the strategies, initiatives and programs, measurable objectives, targets and KPIs adopted by the Board. Most of the strategies, initiatives and programs have already been achieved or put in place, and the necessary amendments have been made to the Board Charter in the absence of a Remuneration Committee. The Board Charter can be viewed on the Company's website.

This Diversity Strategy is based upon the recommendations of the ASX and the Australian Institute of Company Directors (AICD) and sets various strategies, initiatives and programs designed to, as far as possible, achieve the aims and objectives of the Diversity Policy.

The Strategy includes initiatives and programs designed to foster Diversity at Board level, at executive and management level and generally, commensurate with the nature and size of the Group. Progress with achievement of the Diversity Strategy will be reviewed by the Board on an annual basis. The current position with each of the strategy items and the time frame for achievement or otherwise is listed in the following table:

Strategy, initiative or program	By when	Current position
Phase 1 – Strategies		
1.1(a) The development and adoption of the Policy	June 2013	Completed
1.1(b) Embody within the Statement of Corporate Governance	June 2013	Completed
1.1(c) Assignment of responsibility	June 2013	Completed
Phase 2 - Initiatives and Programs		
At Board / board Committee Level		
1.2(a)(i)(A) Diversity is embedded as a relevant attribute	June 2013	Completed
1.2(a)(i)(B) Any skill / gap analysis matrix includes due regard for the attributes of diversity	As required	Will be prepared when required.
1.2(a)(i)(C) Clear statement exists as to the mix of skills and diversity that the Board is looking to achieve	June 2013	Included in the Board Charter
1.2(a)(ii) When addressing Board succession planning	June 2013	Included in the Board Charter
1.2(a)(iii) Inclusion of Diversity related KPIs for CEO and senior executives	June 2013	N/A given the size of Group and number of staff
1.2(b)(i) Review the Company's HR policies	June 2013	N/A given the size of Group and number of staff
1.2(b)(ii) Review the Company's physical environment & cultural practices to ensure compliance with the Policy	June 2013	N/A given the size of Group and number of staff
1.2(b)(iii) Ensure that the Company's recruitment practices follow the Policy requirements	As required	Will be prepared when required
1.2(c)(i) Commit to career development	June 2013	N/A given the size of Group and number of staff
1.2(c)(ii) Develop standing program and provide budget for career development	Annual	As required

Notes:

The size and nature of the Group limits the number of initiatives and programs that are viable. This will be reviewed as the Group changes.